

OTR 76-6850  
24 NOV 1976

MEMORANDUM FOR: Deputy Director for Administration

FROM : [REDACTED]  
Chairman, Leadership Development Group

SUBJECT : Status Report on the Leadership  
Development Group

1. Since the report of 10 August on the Leadership Development Group, a number of developments have occurred. Although you are familiar with most of them, this memorandum is intended to provide a consolidated status report.

2. [REDACTED] spent the day of 30 August in consultation on activities related to the [REDACTED]. The consultation was comprised of a morning session with the Director of Medical Services and the Leadership Group, the meeting at which you introduced [REDACTED] to the DDCI, and an afternoon meeting with a number of officers who had previously attended the Seminar. Results from the morning and afternoon sessions were as follows:

a. We will obtain copies of the [REDACTED] newsletter to put in appropriate repositories, such as the CIA Library, the Media Center and the OTR Library where it can be read by Seminar graduates and other interested persons. Seminar graduates will be alerted as to the availability of the newsletter and to key articles.

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b. Several possible follow-on activities to the Seminar were discussed. A consensus has not been developed, however, as to which activities might be most effective in helping former Seminar members to reinforce and expand what they learned in the Seminar. We plan to continue working on this one.

STATINTL c. [REDACTED] did provide a new insight into a problem area for women and minority members who become executives. He points out that these individuals often do not have a person in their organization on whom to model their organizational behavior. [REDACTED] idea was also published in his newsletter; we brought it to the attention of Omega Ware who found it quite interesting.

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d. Runnings of the Seminar for 1977 have been scheduled for April and November.

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[REDACTED]

The visit reinforced our favorable evaluation of the seven-day program in Leadership Development which will serve as a model for development of a similar internal Agency course by OTR and OMS/PSS. The Center has agreed to help in its development.

STATINTL a. [REDACTED] subsequently visited the [REDACTED] to look over the facilities in which to conduct the Leadership Program; they have tentatively settled on the [REDACTED] Conference Center.

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b. They have scheduled attendance by OTR and OMS staff for a running of the Leadership Program [REDACTED] in early March 1977. This will prepare the staff for conducting the first internal program which is tentatively scheduled for June 1977.

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STATINTL c. OTR and OMS have agreed on a rotational assignment of [REDACTED] from Psychological Services Staff to the Management and Administrative Training Branch.

d. OTR and PSS are working out funding and staffing responsibilities for the internal runnings of the Leadership Program. It is anticipated that OTR will cover costs involved in securing materials developed by the [REDACTED] [REDACTED] and that PSS will be responsible for whatever additional assessment psychologists may be needed via WAE contract arrangements.

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4. Creativity and Controls: As you know, the Center for the Study of Intelligence conducted an initial discussion of "Creativity and Controls" in response to the DDCI's interest on 11 and 12 November. It is mentioned here as we expect the results will enrich the content of the training program. Additionally, [REDACTED] is participating in this work as part of our effort to maintain close coordination between OMS and OTR.

5. In summary, the program is moving toward the objectives you had in mind when you established the Group.

[REDACTED]

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DD/A Registry  
76-5630

*The Training 3*

3 November 1976

MEMORANDUM FOR: (Seminar Participant)  
FROM : [REDACTED]  
Director, Center for the Study of  
Intelligence  
SUBJECT : Discussion of Creativity and Controls  
in CIA

1. Thank you for agreeing to participate in an experimental two-day discussion on creativity and controls in response to our initial invitation on 19 October. We are attaching with this memorandum some items we believe will be of interest to you in advance of the discussion. The first (Attachment A) is a suggested agenda for the discussion broken down into several basic issues and containing some questions related to each issue that are intended to stimulate thought. The group may or may not wish to follow this suggested format.

2. Mr. Knoche will open the discussion with remarks to the group at 8 a.m. on Thursday, 11 November. (He has a 10 a.m. engagement at Headquarters.) You should plan to arrive at [REDACTED] before that hour. Mr. Knoche may introduce new questions for our discussion during his opening remarks and we will want to explore any such avenues opened.

3. A map is Attachment B. The drive from Headquarters to [REDACTED] Meals will be provided at [REDACTED] from noon Thursday through noon on Friday, and we hope to complete our work Friday afternoon. There will be a bar open on Thursday evening. Informal clothing will be in order.

4. As Attachment C we have included a copy of [REDACTED] draft of a Canon of Ethics for the Clandestine Service. This may be a focus of some of our discussion. The Agency's regulation interpreting Executive Order 11905, [REDACTED] is Attachment D. Some months ago, CSI organized two gatherings of officers, one senior and one junior, on

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SUBJECT: Discussion of Creativity and Controls in CIA

a related subject in the DDO, and Attachment E is a write-up of these sessions by the CSI. Attachments F and G are two recent magazine articles written on ethics in the intelligence and business communities which may be of use.

5. We look forward to seeing you [REDACTED] on 11 November.

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Attachments

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Proposed Order of Discussion  
on Creativity and Control in CIA

Session I

8:00 - 9:00 a.m.

Mr. Knoche's Opening Remarks

Session II

9:30 a.m. - 12:30 p.m.

Assessing the nature and extent of present constraints on creativity within CIA, Part I.

External Constraints

- A. Legal. What is the impact in terms of creativity within the CIA of Executive Order 11905, of the Freedom of Information Act, the Privacy Act, the Sparkman Amendment? What is the impact of the various legal cases in which the Agency has been involved?
- B. Legislative. What constraints have the Congressional investigations and legislative oversight thus far placed on the Agency, and are these hampering creativity? (For example, our pledges not to use certain categories of agents and the accompanying trend to catalogue "no no's.") What is the impact on creativity of the presence of Congressional overseers and investigators within the Agency?
- C. External Budgetary. Have reduced resources begun to undercut creativity in the Agency? (For example, is the need for demonstrating externally an immediate payoff hampering long-range investment in programs with uncertain prospects of payoff?)

Session III

2:00 - 5:00 p.m.

Assessing Constraints on Creativity, Part II.

- A. What is the climate of public opinion about CIA?
  - 1. What effect is continuing criticism of our standards and values from both Congress and from the public

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having on our creativity? Are we geared to withstand criticism, or do we let it stifle creativity?

2. How is public opinion likely now and in the future to influence creativity in covert action?
3. What sort of image should the Agency project to the public that will best convince it that we are honorable men working in the service of our country?

#### Internal Constraints

- A. Internal Budgetary. Is the tight internal accounting and planning associated with budgeting beginning to stifle creativity?
- B. Bureaucratic. What are the bureaucratic constraints on our creativity? Is it mainly a matter of bureaucratic middle-age in the Agency, or are we overmanaging and overconstraining ourselves? Are we too centralized in our management? Are we too big to permit individual initiative? Are the bureaucratic constraints as inhibiting as other constraints?
- C. Security. Are we adequately open in our internal dealings with one another? Is secrecy and clandestinity inhibiting creativity?

#### Session IV

8:00 - 10:00 p.m.

Assessing our Values, Part I.

- A. What are our basic standards and values today in:

--agent recruitment

--liaison

--production of finished intelligence

What have we done in the past that has proved useful in developing these values? Do present constraints impose a barrier to the informal evolution of values in this manner?

- B. Are there unique professional standards of an ethical and moral nature in intelligence?

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Session V (Friday)

9:00 - 12:00 noon

Standards and Values, Part II.

- A. Are there moral or ethical standards to be applied in determining proper covert action operations? What criteria should be examined before a project is launched?
- B. Are there different values among different age groups in the CIA? (For example, between the leaders and the led?)

Are our managers exhorting one thing and rewarding another?

Has our leadership moved its beliefs and value systems with the prevailing winds in Congress and the public, or does it stand opposed to the prevailing winds? Were do the rank and file stand in this regard?

Do we have delegation of responsibility without delegation of authority? If so, what is it doing to creativity in our leadership?

Is the trend to seek quantified measurement of effectiveness in all programs encouraging management dishonesty?

Is there room for dissent to be expressed without prejudice to the dissenter?

- C. Should a code of standards and values be composed and promulgated in the CIA? Do we need anything else to assure the ethical tone of the Agency?

Session VI

1:30 - 3:30 p.m.

- A. Review of major conclusions reached in the discussion.
- B. Recommendations for a report on the discussion.

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CANON OF ETHICS

PREAMBLE: THE PRINCIPLES UNDERLYING THE PRACTICE OF FOREIGN ESPIONAGE HAVE DEVELOPED THROUGH THE YEARS TO MEET NATIONAL SECURITY NEEDS AND HAVE BEEN RECOGNIZED BY THE CONGRESS AND THE PEOPLE OF THE UNITED STATES. THE SECRET COLLECTION OF FOREIGN INTELLIGENCE AND THE CONDUCT OF COVERT ACTION ABROAD HAVE BEEN ACCEPTED AS NECESSARY TO THE SECURITY OF THE UNITED STATES AND COMPATIBLE WITH THE CONCEPTS OF A FREE SOCIETY. THE NATION HAS ALSO ACCEPTED THE REQUIREMENT FOR SECRECY AND THE NECESSITY FOR THE USE OF TECHNIQUES OF ESPIONAGE, AND BY SO DOING, HAS PLACED SPECIAL RESPONSIBILITIES ON THE AMERICAN ESPIONAGE ESTABLISHMENT. ADDITIONALLY, SOURCES OF FOREIGN INTELLIGENCE HAVE ENTRUSTED THEIR SAFETY AND WELL-BEING TO THE PRACTITIONERS OF THE PROFESSION. THE RELATION BETWEEN THE PROFESSION AND THE NATION, AS WELL AS THE RELATION BETWEEN THE PROFESSION AND ITS SOURCES, IS ONE OF TRUST AND MUST BE PROTECTED AGAINST ABUSE.

THESE PRINCIPLES ARE INTENDED TO AID CASE OFFICERS INDIVIDUALLY AND COLLECTIVELY IN MAINTAINING A HIGH LEVEL OF ETHICAL CONDUCT. THEY ARE NOT LAWS OR REGULATIONS, BUT STANDARDS BY WHICH A CASE OFFICER MAY DETERMINE THE PROPRIETY OF HIS CONDUCT IN HIS RELATIONSHIP WITH SOURCES, WITH COLLEAGUES, WITH MEMBERS OF ALLIED PROFESSIONS AND WITH THE PUBLIC.

CANON 1. THE ONLY OBJECTIVE OF THE FOREIGN INTELLIGENCE PROFESSION IS TO RENDER SERVICE TO THE NATION IN THE FIELD OF FOREIGN INTELLIGENCE. A CASE OFFICER MAY NOT ENGAGE IN ACTIVITIES NOT RELATED TO FOREIGN INTELLIGENCE AND MUST EXERCISE SPECIAL CARE TO AVOID INVOLVEMENT IN ANY SUCH ACTIVITIES.

CANON 2. THE PRACTICE OF THE AMERICAN FOREIGN INTELLIGENCE PROFESSION MUST BE DYNAMIC AND IN TUNE WITH THE TIMES. NONETHELESS, A CASE OFFICER SHOULD AT ALL TIMES PURSUE HIS PROFESSION WITHIN THE BOUNDS OF THE CONSTITUTION AND THE LAWS OF THE UNITED STATES, AS WELL AS THE CHARTER OF THE AGENCY.

CANON 3. A CASE OFFICER SHOULD PROTECT THE IDENTITY OF SOURCES AND PRESERVE THE CONFIDENCES ENTRUSTED TO HIM BY SOURCES. THE PROPER FUNCTIONING OF THE INTELLIGENCE PROFESSION REQUIRES THE PROTECTION OF SOURCES AND METHODS. A SOURCE MUST FEEL THAT HIS SAFETY AND WELL-BEING AT ALL TIMES WILL BE OF UTMOST CONCERN TO HIS CASE OFFICER. INTELLIGENCE METHODS CAN EASILY BE NEGATED BY THE OPPOSITION AND, THEREFORE, SHOULD BE SAFEGUARDED. A CASE OFFICER MAY NOT REVEAL THE IDENTITY OF SOURCES NOR DIVULGE INTELLIGENCE METHODS TO UNAUTHORIZED PERSONS OR ENTITIES.

CANON 4. A CASE OFFICER SHOULD ASSIST IN MAINTAINING THE INTEGRITY OF THE INTELLIGENCE PROFESSION. A BASIC TENET OF THE INTELLIGENCE PROFESSION IS THAT THE TRUST PLACED IN THE

CASE OFFICER SHALL NOT BE ABUSED. A CASE OFFICER MAY NOT USE OR PERMIT THE USE OF HIS SKILLS FOR UNAUTHORIZED OR IMPROPER PURPOSES AND MAY NOT INVOKE THE CLOAK OF SECRECY TO SHIELD FROM AUTHORIZED REVIEW UNLAWFUL, IMPROPER OR INCOMPETENT ACTIVITY. MAINTAINING THE INTEGRITY OF THE PROFESSION TO MEET THE HIGHEST STANDARDS IS THE ETHICAL RESPONSIBILITY OF EVERY CASE OFFICER.

CANON 5. A CASE OFFICER SHOULD ASSIST IN IMPROVING THE INTELLIGENCE PROFESSION. BECAUSE OF THE SECRET NATURE OF THE PROFESSION, CASE OFFICERS THEMSELVES HAVE AN OBLIGATION TO IDENTIFY DEFICIENCIES AND INITIATE CORRECTIVE MEASURES, AND TO PROPOSE AND SUPPORT CHANGES TO IMPROVE THE COMPETENCE OF THE PROFESSION.

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